NAVY CHAPLAINS BULLETIN

FALL 1956

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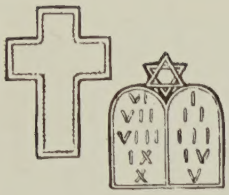

NAVY CHAPLAINS BULLETIN

Published quarterly by the Chaplains Division, Bureau of Naval Personnel, as a source of information and inspiration to all Navy Chaplains.

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Director of Chaplains Division, Pers J1

★ ★ ★

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NAVY DEPARTMENT
BUREAU OF NAVAL PERSONNEL
WASHINGTON 25, D. C.

CHIEF OF CHAPLAINS

HANDS ACROSS THE SEA

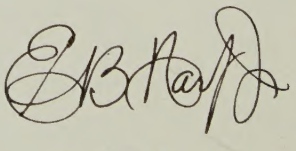
To make new friends is always a pleasure for all of us. It is an even greater pleasure, perhaps, to discover that one has a great number of "old" friends that one has never met.

The experience of the United States Navy chaplains who participated in the recent conference of NATO Navy chaplains, at the Hague, was the experience of discovering "old" friends in great numbers, friends never personally met before, but friends of long-standing - dependable, loyal, wonderful in every respect.

Regardless of what other mysterious ingredients go into the making of friendships, certainly community of interests, mutual ideals and value concepts, and deep-rooted respect for one another are a major portion of every real friendship.

Our close association with the religious representatives of the NATO Navies left no doubt that these were among the bonds that helped to strengthen an even deeper friendship with our brothers and fellow chaplains across the sea.

It was not surprising, but certainly gratifying to know that all of us are striving with the same ideals toward similar objectives. Common interests, when they are worthy and noble ones, do bind men and nations together. And it is our feeling that the memorable days we spent together at the Hague will produce not only lasting friendships but that our labors together will ultimately take root and blossom forth and help build a better and more peaceful world.



E.B. HARP, JR.
Chief of Chaplains

Our Cover: "For there is an inner bond between men of the sea" ... C.S. Thomas.

Coast Guard Photograph -- North Atlantic

This impression of the NATO Chaplain's Conference was written about 20,000 feet over the Atlantic in the early morning on the day following the conclusion of the conference. - Editor

OPERATION NATO NAVY CHAPLAINS

Chaplain John J. O'Connor, Pers Jlc

We are high above the Atlantic, but not too high to see the whitecaps dancing below, to watch the wisps of golden clouds slipping across the last fingers of the land called Newfoundland.

We are returning home - back to the most wonderful land in the world for us - home to an America that has almost infinitely greater meaning than ever before.

In the quiet throb of engines, the urging of the tailwind hurrying us home, the dawning sun splashing our wings, we felt the reassuring thrill that has run through so many planes and so many hearts that have flown the anguished missions of war -- the thrill of, "Mission Accomplished."

For we do believe deeply that a mission has been accomplished - a mission of real significance - in a world of cold wars and heated passions.

Birth of an Idea

It was many months ago that an idea was born in the mind of the Chief Protestant Chaplain of the Royal Netherlands Navy, CAPT H. Sillivis Smitt. Discussion with his colleague, Chief Catholic Chaplain Msgr de Sain, resulted in concerted and determined, but carefully considered action.

The idea was to initiate a conference of the naval chaplains of NATO. The conference would intend objectives, modest in scope, but profound in implication. Quite generally, they might be listed under three categories:

- To evidence the deep belief of NATO nations that the complex military, political, and economic issues in today's world have no significance whatever unless we are seeking a just peace in obedience to the will of God - a peace that recognizes the intrinsic worth of every human person and the primacy of moral, spiritual and religious values.

- To give NATO Navy Chaplains, facing common problems engendered by exigencies of the sea and by existing world conditions, opportunity to learn at first-hand the practical, concrete organizational methods used by each Navy Chaplaincy.

- To give NATO Navy Chaplains opportunity to exchange new ideas of mutual interest to all, at present and in the future.

Ideas and actions propagate each other. It was not long before the Secretary of the Navy of the United States and the Secretary of the Royal Netherlands Navy were consulted. Approval of the project was spontaneous and enthusiastic.

Details, details

Then came the work - the long grueling months of preparation - the infinitely infinitesimal details!

Endorsement of the project by the respective secretaries and Ministers of Defense, high ranking Naval Authorities, such as, for the United States, Admiral Burke, Admiral Wright, Admiral Holloway and others was again enthusiastic.

A delegation was formed to visit cognizant authorities of nations to be invited.

Under the aegis of Chaplain Harp, Chaplain Rosso made the first visitation -- to Canada -- with Chaplain Sillevis Smitt. The first was but one of an almost endless number of visits.

It became quickly evident that an on-the-spot American representative was needed in Europe to work out with the Dutch the many mechanics involved. Chaplain Goldberg,

District Chaplain of the Third Naval District, was appointed. The weeks that followed were exacting and exhausting, in a task requiring constant travel, inestimable patience, and arduous dedication of unflagging purpose.

Personal Representation

In due time Chaplain Harp flew to Europe to join the group, at the same time directing Chaplain Burke, Force Chaplain of CinCNelm, to become a member of the party. Two Dutch (Roman Catholic, and Protestant) and three Americans (Roman Catholic, Protestant and Jewish) comprised the total party of delegates to visit the respective headquarters of each NATO Navy.

Eventually the preparations were complete.

The Day Dawned

August the 13th - the auspicious day. Four o'clock - the auspicious moment. The Hague - the auspicious place!

In a room in the historic Ritterzaal, Hall of Knights in the Hague, the Netherlands Minister of the Navy, His Excellency Cornelius Staf, formally convened the conference, with an address of warmest welcome, and an emphasis on the gravity and importance of its purpose.

From that moment onward, the business sessions of the conference occupied every moment of each day, with informal, but intense, personal discussions of the business at hand, and of problems of mutual interest, extending far into the nights.

Eleven Nations

Delegates and consultants represented eleven nations: Belgium, France, Italy, Germany, Turkey, Great Britian, Canada, Holland, United States, Norway and Portugal. The full American representation included the three chaplains noted above together with Chaplain Bishop, Fleet Chaplain, CinCLant, Chaplain Hemphill, Hdqtrs, Support Activities, Naples, and Chaplain O'Connor, Assistant to the Chief of Chaplains for Character Education.

Friendships developed and deepened as the sessions continued. National and personal respect for nations represented and their delegates became obvious.

After various representatives had described the organizational make-up of their Naval Chaplaincies, and had discussed their varying needs, the United States representation was given the privilege of presenting its Protection of Moral Standards and Character Education Program in considerable detail.

The Secretary of the Navy

This particular presentation of the American delegation was singularly honored by the presence of the Honorable Charles S. Thomas, Secretary of the Navy of the U.S., who had come to Holland solely to participate in the Conference, as evidence of his strong interest and support.

Mr. Thomas' brief remarks immediately following the session were most significant.

After the presentation of the Character Training Program the Secretary turned to the assembled delegates and voiced these remarks: It is my feeling that this is one of the most significant conferences it has been my privilege to attend. I am convinced that you chaplains here assembled hold the real key to a just and lasting peace.

Royalty

The same session was followed by another outstanding honor, that of a visit to the conference by his Royal Highness, Prince Bernard of the Netherlands.

Finally, the formal meetings and informal discussions completed, the Resolutions Committee, comprised of two Roman Catholics and three Protestants, representing the Navy Chaplaincies of Great Britain, W. Germany, France, and Norway presented their proposed resolutions to the entire conference - resolutions unanimously adopted. (appearing elsewhere in this issue).

The climax was indescribable in beauty and impressiveness. Assembled in the awe-inspiring and rarely used "Parliamentary Room" of the Hall of Knights -- the room distinguished by the Queen's throne, and used but once a year for the opening of Parliament - with the flag of NATO, high above the assembled delegates, consultants and honored guests - the resolutions were formally delivered.

Principle Address

The moment came for the major address of the conference, that of the Secretary of the Navy of the United States.

It would be impossible to describe the impact of Mr. Thomas on the assembled group. His quiet intensity, his deep sincerity, and above all, the content of his magnificent address, impressed and thrilled all present.

There was not a shadow of a doubt in a single mind that our Secretary spoke from the deepest of convictions that our beloved country seeks no objective, politically, militarily, or in any other fashion, but to help achieve and maintain a truly just peace rooted in complete submissiveness and obedience to the Will of God.

In this concept, he pointed out, and in this concept alone, is the real meaning of power for peace.

His words were echoed and reechoed in the minds and hearts and on the lips of all the delegates who met together for their farewell dinner immediately following Mr. Thomas' address.

The words spoken at the dinner were brief, with gratitude welling up in the hearts of all toward everyone who had contributed in anyway whatever to the conference.

Dutch First Lord of Admiralty

The Secretary of State for the Royal Navy touched the hearts of all with an eloquent appeal that each representation urge his own government not to let the spark ignited by the Dutch die, but flame into a roaring fire -- a fire eventually to envelope the world -- the fire of charity and peace. His plea that this conference be but the first of many is perhaps the most eloquent expression of all that everyone in any way associated - civilian or military - was profoundly awed by the effectiveness of this first NATO Navy's Chaplains conference.

The hospitality and efficiency of the Dutch in initiating and carrying through the venture borders so closely on the incredible that any effort to describe it would be absurdly inadequate. Pages would be needed even to list the names of those who exhausted every energy for the physical and spiritual well-being of all concerned.

So now we near our beloved land. In one hour we shall glide into our nation's capitol.

NATO Loyalty

We return, all of us, deeply thankful to God for all the opportunities afforded us, but especially grateful to Him for permitting us to learn, at first-hand, the deep-rooted respect, the real affection, the strong sense of loyalty among our NATO nations.

America

America means so much more to us now than ever before, because it is now so clear that the world looks to America, not simply for the material help we have always tried to give willingly, but with loyal conviction that our country is a tremendous power for true peace, a country which, in accordance with our very birthright, subordinates every other value to the prime value of the human person, made in the image and likeness of God, a country where moral, spiritual and religious values still live in true freedom.

It is this which prompts our "Mission Accomplished."

Not a single representative believes for one moment that he is in any wise deserving of accolade. The "Mission Accomplished" is rather a deep and humble tribute to the Divine Prividence which overcomes all human weakness to accomplish His good in His world.

SPIRITUAL LOGISTICS

Chief of Chaplains, RADM E.B. Harp, Jr.

ROME, ITALY, a brighter moment with Vice Admiral Candido Bigliardi, Chief of Officer Personnel, Italian Navy, are left to right: Chaplain Goldberg, USN; Chaplain Harp, USN, and Vice Admiral Candido Bigliardi.

As is mentioned in the article in this issue of the Chaplains Bulletin, "Operation NATO Navy Chaplains", the NATO Chaplains Conference was originally proposed by Captain Sillevis Smitt, Protestant Chief of Chaplains of the Netherlands Navy. The basic idea of the Conference was to provide an opportunity for the mutual exchange of ideas, views, and methods beneficial to the chaplaincies of the navies of the NATO countries.

It is well known that nations have been spending lavishly on military, economic, and political programs. This conference we viewed as a pioneering venture in the spiritual field, and possibly the first demonstration of spiritual logistics of the combined navies of the NATO nations. It was our belief that by uniting our common ideas and objectives, we would in effect be saying to the world that those manning the ships of the free nations are dedicated to the concept that man is a free being created by Almighty God. The Conference was neither theological nor doctrinal.

Team

Chaplain Sillevis Smitt and I felt that ground work must be laid for the conference by a team of representative chaplains traveling to each of the NATO nations. This team called on significant naval and military officials and the leading church and religious dignitaries. It was felt, and proved to be correct, that such pre-conference visits, both official and social, would serve to eliminate in advance possible errors in act or judgment that might ruffle the national sensitivities or the religious outlook of the participants.

Accordingly, on the 26th of June, 1956, the team met in Rome, Italy, to begin the tour. Membership consisted of Captain J.H. Sillevis Smitt, Chief of Protestant Chaplains, RNN (the host nation). Rear Admiral E.B. Harp, Jr., CHC, USN, Chief of Chaplains; Captain J.L. Goldberg, CHC, USNR, Senior Jewish Chaplain and District Chaplain of the 3rd Naval District; Captain Frank R. Burke, CHC, USN, Senior Catholic Chaplain of CinCNelm. Chaplain Goldberg had set up the visitation schedule for the team one month in advance of the Rome meeting.

Common Sharing

From the very beginning, it was our firm decision to respect European traditions. It was also our objective not to endeavor to impose ourselves or our program upon Europe, but rather to encourage a common sharing of methods, plans, and experiences. With these convictions in mind the visitation began in Rome.

Italy

Historically, traditionally, and politically, the religious picture in Italy is, in many ways, different from that found in other countries.

We deemed it highly important to make the Vatican aware of our presence and to indicate clearly what the forthcoming NATO Conference was all about, stating the objectives we hoped to accomplish. (Objectives appear in article by Chaplain O'Connor on page two). This information was transmitted to the Vatican by the Ambassador from the Netherlands to the Holy See. Immediately upon our arrival in Rome, we met with the Roman Catholic Church official who is directly responsible for all the military chaplains in Italy. This is Archbishop Pintonello. Following a two hour discussion with the Archbishop and members of his staff, we were abundantly convinced that our coming to Europe, and particularly our plan of visits, was of extreme importance. Here we laid the foundation for the character of the Conference which I personally feel helped to carry it through to a successful conclusion.

Italy sent two delegates to the Conference.

Portugal

It would be difficult for words to convey the full impact of our visit to Portugal. All the military leaders received us most graciously and did everything possible to make our visit an informative and rewarding one. The chaplains in Portugal find themselves in a difficult administrative position. This may be due in part to the fact that their chaplain corps is relatively new and is only now becoming established as an integral part of the naval establishment. The Chief of Chaplains very clearly and forcefully stated that our presence and discussions with their naval authorities significantly raised their prestige and undoubtedly will contribute to a better understanding between the chaplains and the military. The Cardinal of Portugal thanked us very warmly for coming and for our interest in the Portugese Chaplaincy.

Portugal sent two delegates to the conference.

France

From Portugal we went to France. One might assume that France with her long history of naval tradition would have everything under control in the field of ecclesiastical

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LISBON, PORTUGAL. Left to right: CDR J.R. Fitzpatrick, USN, Naval Attache; Dr. Correia da Cunha, Senior Chaplain, Portugese Navy; Chaplain Joshua L. Goldberg, CHC, USN; Chaplain Burke, CHC, USN; Perestrello de Vasconcelles, Chaplain, Portugese Navy; Chaplain Harp, CHC, USN; Cardinal Patriarca M.G. Cerejeira; Chaplain Smitt, Senior Protestant Chaplain, RNN.

Informal audience, l to r: Chaplain Burke, USN; Chaplain Harp, USN; Chaplain DeSain , RNN; Chaplain Smitt, RNN; Chaplain Goldberg, USN, and His Holliness, Pius XII.

In a huddle with Vice Admiral Francesco Ruta, Secretary General, Italian Navy, are left to right: Chaplain Smitt, RNN; Monsignor de Sain, RNN; Chaplain Goldberg, USN; Chaplain Harp, USN; Vice Admiral F. Ruta; Captain W.M. McCormick, Naval attache (with back to camera).

relationships. It turned out that here, too, our contacts with our presentations to the highest authorities of the French Navy produced meaningful results. Coming as a team, representing the three major religious groups, explaining the pattern of relationship of our chaplains to our own Naval Authorities -- all this brought a fresh view into the picture. The Deputy Chief of Naval Operations thanked us most heartily for the contribution we made by our interviews both with the chaplains and other naval authorities.

While in Paris we made visits to the leading Protestant, Roman Catholic, and Jewish figures. In a final conference with the French chaplains that lasted several hours, this statement was made: "You will never know what your visit has meant to the chaplaincy in France."

France sent four delegates to the Conference.

Great Britain

Great Britain has a chaplaincy organization unique to itself. We therefore met with the three Heads of the Chaplaincy in the office of the Fleet Chaplain. The three Heads represented were 1) the State Church, 2) the Roman Catholic Church, and 3) the Free Churches. The Fleet Chaplain considered our meeting of such importance that an invitation was extended to the Bishop of Fulham and the Bishop of Gibraltar. There two Bishops are in charge of all the Anglican Churches in the NATO countries as well as those behind the Iron Curtain. The Bishop of Fulham flew in from Germany and the Bishop of Gibraltar from Spain to be present for the Conference. We also called upon the Archbishop of Canterbury who gave us a most cordial reception and congratulated us on doing things "in the American Way". He gave his blessing to our undertaking and said that he would look forward to a full report on the Conference.

The British Chaplains were most interested to hear our report on the techniques and methods applied in wider fields of activity in which our chaplains are engaged apart from religious functions.

Great Britian sent four delegates to the Conference.

Norway

We were warmly received in Norway, a country that is supposed to be one of the coldest in Europe. (Incidentally this is the only country where we enjoyed sunshine during our entire trip.)

Here we succeeded in awakening an intense interest in

NORWAY. Standing left to right: Chaplain Landsen, Norwegian Navy; Chaplain Goldberg, (CHC), USN; Chaplain Smitt, Netherlands Navy; Chaplain Burke, (CHC), USN; Chaplain Harp, Jr., (CHC), USN; Chaplain Hollingskog, Norwegian Army and seated: US Ambassador L. Strong.

ROME, ITALY. Left to right: Chaplain Edward B Harp, Jr., USN; Admiral Corso Pecori Giraldi, Chief of Staff, Italian Navy. Admiral Harp explaining the purpose of the mission during his meetings in the Italian capital

the naval chaplaincy which has been under the wings of the Norwegian Army.

Although warm and cordial greetings and guidance accompanied our arrival, we were puzzled that the reception was made by an Army and an Air Force Chaplain. Two days later all was clarified when we were reassured that there was a Norwegian Naval Chaplaincy when a Navy chaplain met us. It turned out that he was also a member of the Norwegian Parliament. This Chaplain remained with us during the rest of our stay. Prior to our departure he assured us that our visit there would be beneficial to the establishment of an independent chaplaincy in the Norwegian Navy.

Norway sent one delegate to the Conference.

Belgium

A most cordial welcome was given the team in Belgium. She has a growing Navy and all our contacts with high naval officials indicated a marked growing enthusiasm. A leading Belgium naval authority with whom we met gave us an informative talk on the Belgium Navy and all of us remained quiet while he discussed most graphically and forcefully the value of Chaplains and the significant work that could be done by them.

Belgium sent two delegates to the Conference, one of whom is one of Belgium's leading theologians.

Germany

If miracles are to be described - and as a clergyman I have respect for them - I must describe our visit to Bonn, Germany, as a miracle. Here we were received in state. Wherever we went, we were accompanied by a Naval Officer as an honor escort and two motorcycles always preceded our motor cavalcade. We were received and entertained by the Director General of the Department of Defense, Dr. Wirmer, whose brother, incidentally, was executed in the conspiracy against Hitler. We had long and important sessions with the Chief of Protestant Chaplains, Dr. Krimm, who is responsible for all chaplains in the Army, Navy, and Air Force. Dr. Krimm holds the rank of Major General. Similar sessions were held also with his opposite number, Chief of Chaplains, Roman Catholic, Msgr Werthman, who also holds the rank of Major General. Both chaplains opened their hearts to us. Both were fully aware of current trends and attitudes particularly in their own country and most agreed that the Church should play a vital role in the shaping of the Germany of tomorrow. Chaplains in particular are seeking every way and means to influence the newly organized Armed Forces and to build in their personnel a moral discipline that would strengthen and maintain the newly organized Western Germany.

Delegates, front row left to right: General Vikar Praelat Werthman; Chaplain Harp (CHC), USN; Generaldekan Prof. Dr. H. Krimm; Captain F.J. Harlfinger, USNA. Back row left to right: Lt. Col. Olson, USMC, ANA; Brigadier Titley, British MA; Colonel Forbes, Canadian MA; Chaplain Burke (CHC) USN; Colonel v. Alderwereld, Dutch MA; Chaplain Goldberg (CHC) USN; Lt. Col. Panourias, Greek MA; a German waiter; Colonel Ayromlou, Iranian MA; Col. Kilborn, US AIRA; Lt. Col. Ozkan, Turkish MA; Lt. Col. Wirth, French AIRA; Colonel Lasseter, US MA.

Use in Germany

I feel that it is of the greatest significance that our own Character Training Program is being patterned and used, with certain modifications, in the German military organization.

The place of the Chaplaincy in the German military forces is unique in many respects. Their organization and logistics support is of the highest order.

We were greatly heartened, possibly as never before, that in our visit to Germany the efforts we expended were not in vain. It seems to be clear that Germany, in seeking a way out of her many moral difficulties, is looking to us for encouragement and support. They asked that we keep in constant contact with them and to give our assistance in the great mission and challenge in which they are presently engaged.

It is my considered opinion that had our group done nothing more than visit Bonn, the Navy should feel amply jus-

(continued on page 9)

BONN, GERMANY. Left to Right: Chaplain F.A. Burke, CHC, USN; Chaplain Joshua L. Goldberg, CHC, USN; Iran Military Attache; Chaplain Harp, Jr., CHC, USN Military Attache, exchange ideas during preconference chat.

BONN, GERMANY. Chaplain Goldberg (CHC), USN; West German General Vikar Praelat Werthmann; Chaplain Harp (CHC), USN; West German Generaldekan Prof. Dr. Krimm; Chaplain Burke (CHC), USN, at W German capital

NEW P

The 1956/57 poster series will be distributed in time for the November posting of t
subject, F-1. Mr. Joseph Binder of New York designed and produced the series in c
tion with the Chaplains Division. The twelve posters just expiring, also by Mr. Bind
NOTE: The legend will appear on th

Set F No. 1

Jonah

fleeing from fulfillment of God's command was shipwrecked, cast into the sea and swallowed by a great fish. At length, spewn up on the shore he carried out his mission. Men can not be contented running from God. He made us for Himself and we can only find true happiness living according to His commands.

Set F No. 2

Zechariah

has a message for man as lofty as the stars. One who desires to advance in purposeful living must be led by worthy ideals. Reaching for the stars may involve an impossible goal but the success achieved in so doing will give us a satisfaction not obtainable by mere drifting.

Set F No. 3

Isaiah

had his lips cleansed with a
coal by God so that he might b
thy instrument in proclaim
Word. We who defile our spe
untruths and vulgarities debas
God's most precious gifts to

Set F No. 7

Hosea

is the prophet of God's incredible fidelity in His love for wayward men. His anger will be turned away from those who repent and do His will - no matter how deeply they have fallen. The price of forgiveness is sorrow. Faithfulness to our resolve will blossom into a life rich in God's blessings.

Set F No. 8

Haggai

rebuked his countrymen for not building the temple. Our body is the temple of God and the Spirit of God dwells in the man who is faithful to His Word. Those who hate evil and do good are building within themselves a temple which will be incomparably more glorious than the temple of Solomon.

Set F No. 9

Zephani

foretold that God would rest
people a pure language to s
Lord. By refraining our to
speaking evil and our lips f
with words of kindness and co
we can contribute to uplift
pressed and comforting the w

R SERIES

e acclaim and it was suggested that they are worthy for international showing through the S. The poster entitled "Helpfulness" received an award from the Art Director's Club, v York, at the 35th National Exhibition of Advertising and Editorial Art and Design. artistically compatible with drawings.

F No. 4

aniel

rpreted the "handwriting on the l" which foretold dire punishments a wicked king. No such warning uld ever be necessary for us. He "has eyes to see and ears to hear" learn from his Bible and in his rch the rules for being a devoted ject of God and a loyal citizen of country.

F No. 10

Micah

mpioned God's cause against the re- ous and social evils of his day. He ted to the day when Nations "shall their swords into plowshares and r spears into hooks." The day of ersal peace cannot come until each vidual turns to his neighbor in un- standing, kindness and love.

Set F No. 5

Jeremiah

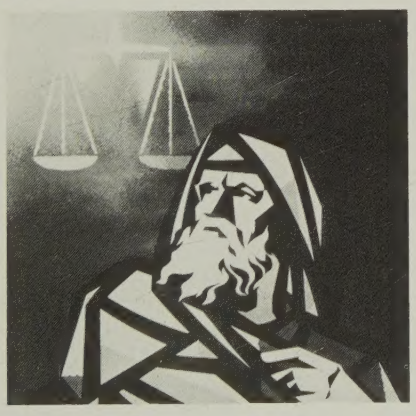
lamented the sorrows and travails of his people. His prayers were heard and their mourning was turned into joy. With God as our helper, no sorrow is too great; no burden unbearable. He is our stronghold in days of trouble.

Set F No. 6

Ezekiel

was commanded to eat the scroll on which was written the Word of God. An apparently pointless chore, it became as honey and sweetness in his mouth. As read in the Bible, God's Word offers purpose to existence, design for living and meaning to the events of each day.

Set F No. 11



Malachi

upbraided his people for their ingratitude to God after all His goodness to them. We would do well to harken to his words in our day. Devotion to our religious duties and sharing our blessings with those in need are ways of honoring God and showing thankfulness.

Set F No. 12

Amos

prophesied God's threat to punish by fire the sins of his creatures. His warnings have re-echoed unchanged down the centuries. "Be not deceived; God is not mocked: For whatsoever a man soweth, that shall he also reap."

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(continued from page 6)

Standing in front of Israeli Parliament are left to right: Naval Attache, Rear Admiral Ephraim R. McLean, Jr., USN; Chaplain Joshua L. Goldberg, CHC, USN; Captain William Kelley, USN, Military Aide. In the background is the Menorah presented by the British Parliament.

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tified with the work, time, and expense that went into it. Germany sent two delegates to the conference.

Greece and Turkey

Because of schedules and other difficulties, Chaplain Smitt of Holland, and Chaplain Goldberg of America made the pre-conference visitations to Greece and Turkey. Interest and approval were experienced in both countries. Greece was unable to send a delegate, however. Turkey sent two delegates to the Conference.

Holland and Conference

It is my feeling that the Conference itself exceeded all expectations. The Secretary of the Netherlands Navy, at a farewell dinner, put it well when he said that it was the outgrowth of much preparation, careful planning, and meticulous execution. He paid a high compliment to the American Navy for giving it prestige and for the preliminary work which Chaplain Goldberg performed in organizing the Conference and giving it guidance.

Monsignor Cammaert of Belgium, who has been present at many international conferences as Head of all Chaplains in Belgium, stated in the presence of our Secretary of the Navy that "this was the best conference in organization, comradeship, and conduct he had ever attended."

Upon specific requests, and because of the deep interest on the part of delegates themselves, the Conference revolved around our own Character Education Program. A formal and carefully worked-out presentation was made by two of our Naval Chaplains, LCDR E.J. Hemphill, CHC, USN, Senior Protestant Chaplain at Naples, and Lt. John J. O'Connor, CHC, USNR, who is presently serving on the Staff of the Chief of Chaplains for Character Education.

Character Education Presentation

It was my privilege to introduce the speakers and lay the groundwork for the presentation, which, in addition to the assembled delegates, was made before our own Secretary of the Navy and the Chief of Naval Personnel of the Netherlands Navy. I can state unequivocally that our presentation of the Navy Character Education Program made a deep impact upon the delegates and was exceedingly well received by all. Time and space will not permit the individual comments and observations made, but among the most significant were those from the Turkish delegate, Captain Euler, Chief of Staff to the Turkish Minister of Defense. In a public declaration, Captain Euler said, in effect, "While in the Turkish Navy we do not have formal and organized religious services as commonly understood in the Christian World, still I can assure you that the Turks are a deeply religious people and believe firmly in God." And then he added that after hearing our Character Training Presentation he sincerely hoped that from the information and inspiration gleaned, he would be able to take our basic principles and methods back with him, and that ultimately they would be integrated into the Turkish Military Establishment."

More Wanted

A number of other countries echoed the same feeling. Among them, the French and British requested any additional information in the areas of the Protection of Moral Standards and Character Training as they became available. There also was some wonder amongst the delegates that such purposeful moral material could be coming from America, the supposedly materialistic minded nation.

The opening and closing sessions of the Conference were held in the magnificent Hall of Knights in the House of Parliament at the Hague. Our Conference was one of the few occasions when this historical edifice was made available for other than the opening and closing sessions of Parliament.

Secretary of the Navy

Our Secretary of the Navy, The Honorable Charles S. Thomas, delivered a magnificent address in the presence of our own American Ambassador, high ranking military officials, and leading clergy of all faiths. (Appearing in this issue)

The Conference adjourned on the 16th of August, 1956. The resolutions adopted are reprinted also in this issue of the Bulletin.

CLOSING PRAYER AT NATO CONFERENCE

by

Rear - Admiral Edward B. Harp Jr.

Chief of Chaplains U.S. Navy

Almighty and Eternal God, as we close this significant Assembly we turn to Thee in reverence of spirit and gratitude of heart. We have gathered here under Thy benevolent Providence to share our thoughts, aspirations and dreams and to seek a deeper understanding of Thy Will.

Grant us an ever-increasing sense of dedication and mission, that we may better serve those entrusted to our care. At this parting moment we hopefully look ahead to years yet unborn, and humbly pray that our labors shall not have been in vain.

The warm friendships born of our sessions bring vividly to mind the word of the Psalmist: "How good and how pleasant it is for brethren to dwell in unity."

Do Thou endow the nations we represent with the spirit we have gleaned here, that they may increase in their devotion to the spiritual heritage that binds all men to Thee.

Let Thy benediction and peace rest upon us and our troubled world as we go our several ways, and may the memory of this fruitful gathering of Thy servants continue to be a source of constant encouragement and inspiration in our daily lives and labors.

Let Thy Kingdom come in all our hearts. Thy will be done in all our lives, and Thy Name be hallowed throughout the years. And unto Thee be the blessing and glory, wisdom and thanksgiving honor and power, now and forevermore.

Amen.

RESOLUTIONS

Adopted by NATO Chaplains in Conference Aug. 13-16 in The Hague

The NATO Naval Chaplains, and other representatives, in conference assembled at "Beukbergen", Holland, at the invitation of the Minister of Defense of the Netherlands, do hereby express their gratitude to the Netherlands Government, to the Royal Netherlands Navy, and particularly to the Chaplain Corps of the Royal Netherlands Navy.

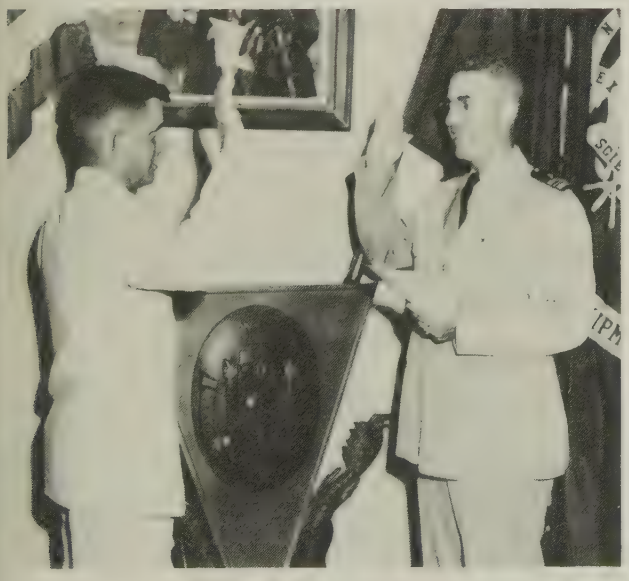
2. They are deeply conscious of the very generous hospitality afforded to them by their Dutch hosts and are grateful to them for their initiative in establishing this opportunity for making new friendships and mutual association. They would express their gratitude by fervent prayer for Her Majesty Queen Juliana, her Family and her Peoples.

3. As a result of this, their first conference, they visualize the great possibilities of such meetings and would welcome the opportunity of further conferences.

4. They are grateful to their Governments for the facilities given to them and trust that their Governments will continue to extend encouragement so that the spirit of this conference may permeate throughout the Forces of N.A.T.O. and result in a vigorous support of the moral and spiritual objectives of that organization.

5. It is proposed that the secretaries for any future conferences be appointed by the Chief Chaplains of the country which is to be the next host country and the one where the conference was previously held.

6. As an appropriate spiritual conclusion to this conference, let us all, in our own ways, thank Almighty God for having given us this opportunity of coming together to discuss our various problems and pray that He will grant us the Grace to continue in His service for the wellbeing of those committed to our spiritual care.



CHAPLAIN SWEARS IN SON

On the 27th of June Chaplain Jessie D. Harden had the distinction and pleasure of swearing in his son, Midshipman Don David Harden who has entered the 4th class of 1956, U.S. Naval Academy. Chaplain Harden is the Assistant Base Chaplain, MCB, Camp Lejeune.

from the personnel desk

Chaplain Orle Ingvoldstad, Pers J-12

• Some months ago all Chaplain billets in the FMF Units located within the continental limits of the United States were declared a "gray area" for rotation purposes. Many Chaplains were perplexed by this decision and some were quite concerned because they were on duty in that area. However, it has been a source of inspiration and pride to note the response on the part of the Chaplains who were most drastically affected. It proved, once again, that resiliency and adaptability are necessary attributes of those who serve under orders. The Chaplains who were first moved were equal to the test in an exemplary manner and the operation of the "gray area" has now become more routine.

• The Estimated Time of Arrival date which is now incorporated into permanent change of station orders is not to be construed as a date "ordered to report on," as some Chaplains have taken it to be. It is purely an "estimate" and the actual reporting date can best be determined only when detachment date and mode of travel are established. In most cases they will report earlier than the ETA. When a more accurate reporting date differs by more than ten days from the estimated date, the Bureau of Naval Personnel and the Command to which ordered are to be notified, as directed in the orders.

• At the time orders are processed from the Chaplains Division a letter is sent to the immediate supervisory chaplain informing him of the impending detachment, or reporting, of a Chaplain within his area of supervision. It is expected that the immediate supervisory Chaplain will, in turn, notify the Chaplain who will be affected as well as inform his Force or District Chaplain.

• Reserve Chaplains are urged to be familiar with BuPers Instruction 1926.1B (and to see revisions which may be forthcoming) especially as it relates to extension of or release from active duty. With higher attrition expected during this year as well as a slight increase in authorized numbers of Chaplains, it is hoped that many Chaplains now scheduled for release from active duty will request an indefinite extension. This applies especially to those in the grade of Lieutenant and Lieutenant (jg).

AMBITION

Extract from talk by Chaplain (Col) C.E. Zielinski, Air Force Command Chaplains Conference.

"Ambition can be such an insidious enemy of a clergyman. It doesn't have to be a big ambition. Keeping one eye out for a "main chance", leaves only one eye for present duty. The ambitious man is a man of divided allegiance. Since he regards his present job as only a temporary stop-off place in the course of his advancement, he seldom gives the present job the best that is in him.

He forgets that if God has a big job in store for him, God will see that he gets it. And when he gets it, he will be a little better in that job if it has come to him without any scheming and conniving. The person to whom God is in everything will look upon his present job as the final and ultimate task of his life. Actually, the path to happiness for any one lies in the generous, whole-hearted, complete acceptance of God's Will as a total norm of life.

He who shuns God's Will, though observing the external form of compliance with it, at best ends up with synthetic popularity among those entrusted to his care, synthetic popularity that satisfies nothing but innate hollowness and insincerity. Such a clergyman has not only missed the point of living in time but also the point of living for eternity."

The Bond Between Men of the Sea

Remarks by the Secretary of the Navy, The Honorable Charles S. Thomas, before the Conference of NATO Naval Chaplains, The Hague, The Netherlands, Thursday, 16 Aug 1956. Following is the major part of the address.

It is altogether appropriate that this initial conference of naval chaplains has been sponsored by the Dutch Navy, whose naval service has always been closely related to matters of the spirit. For generations, it has been a custom in every wardroom of the Dutch Navy that a period of silent prayer be held before and after every meal. To a visitor like myself, it is easy to see that all Hollanders have on both their visual and spiritual horizons the church as an every day feature. For miles and miles in all directions across the polders, the visitor can see church spires rising.

It is also fitting that this initial conference has taken place in The Hague. The history of this charming city spells out the freedom of man, the spiritual self-determination of individual and groups, and crowns its proud heritage with international relationships through Law. It is a city dedicated to peace, for which all of us strive.

Here in the Hall of Knights, naval Knights of the spirit of the NATO nations, wearing the spiritual armor of Christianity, Judaism and Mohammedanism, are assembled today to strengthen their friendships and newly-gained understanding, and to forge a common hope for a brighter future for all the children of man.

It is a sight worthy of this city and the Netherlands. It is an experience worthy of the nations who are pledged to freedom of religion and the inherent spirituality of man.

Interdependence

Every country here represented is abundantly rich in intellectual and spiritual traditions. Indeed, Western Civilization is the product of their historical agonies joys, struggles and accomplishments. My own country, for example, is a projection, a mirror, and a combination of the several countries represented here today.

The intellectual and spiritual heritage of America traces its roots to your individual countries, whose treasure houses of wisdom and experience have benefited us so directly and so richly.

This conference of the chaplains of the navies of NATO will be recorded, in my opinion, as a milestone which will strengthen the spiritual bonds of all free people -- those spiritual bonds which give unity in a comman cause.

For in these beautiful surroundings has gathered a group which reflects multi-faceted expressions of language, mores, traditions and spiritual longings. Yet all have come recognizing the fact that man is not a soulless object but the creation of God, one endowed with inalienable rights, prerogatives, responsibilities and authorities. One of the larger objectives of our North Atlantic community is to insure, protect and promote these God-given endowments which constitute a free man under God.

The Binding Sea

That this unique conference was inspired by the naval chaplains of NATO is not surprising. For there is an inner bond between men of the sea from the dawn of history throughout the ages reaching to our own times.

The Psalmist gave utterance to that bond and feeling by saying: "They that go down to the sea in ships, that do business in great waters; These see the works of the Lord, and his wonders in the deep." (Psalms 107, verses 23 and 24) Seafarers have a common bond which transcends uniform and nationality. It is not unexpected therefore, that from this brotherhood of the sea has come fresh impetus to bind closer together men of different faiths and nationalities for the betterment of all mankind.

We have met, then, recognizing a common concept of the nature of man; we are united in seafaring. In the final analysis, unity, whether it be the unity of a family, a nation, or a community of nations, hinges not upon possessions but upon purpose; not upon economic and military factors but upon the immeasurable strengths of the will, the mind and the soul. This conference is distinguished by its dramatization of the spiritual vitality of the NATO nations.

Divine Law

More important than military alliance, economic strength and material power is the spiritual power found in a righteous and worthy cause.

Writing in a day of militarism, in another time of so-called peace, St. Paul pleaded thus:

> "Put on the whole armor of God, that ye may be able to stand against the wiles of the devil. For we wrestle not against flesh and blood; but against principalities, against powers against the rulers of the darkness of this world, against spiritual wickedness in high places. Wherefore, take unto you the whole armor of God, that ye may be able to withstand in the evil day, and having done all, to stand." (Ephesians 6:11-17)

Herein is the heart of the true meaning of power -- an individual as well as a national faith in God, expressed in strict conformity with His law in our daily individual and national lives. In this concept of power, we can say with St. Paul: "If God be for us, who can be against us?" (Romans 8:31)

It is our conviction that the enslavement of millions of God's children cannot be the will of God. International deceit and duplicity, a philosophy that truth is relative, that might is right, that God is a myth, that religion is a series of fables -- these cannot be the will of God. It is our conviction that the enslavement of nations, the fomenting of hatreds and suspicious, of bitterness and rebellion are not the will of God. None of these make for peace!

Obedience to Holy Law

Our concept of peace is rooted in religion. It is three sided. It first has a personal side, the peace that comes with being reconciled with our conscience; an inner happiness; in other words, peace with ourselves. The concept includes the idea of peace with our fellow man and between nations, wherein man, with his God-given Freedom, can become a better person and lead a fuller, richer, happier, and more productive life. But the most important part of our concept of peace is a submissiveness to God's will and obedience to His holy laws, both as individuals and as nations -- peace with God.

Without this obedience, peace is an illusion. It is conformity with divine law, by individuals and by nations, which constitutes real peace. As St. Paul said: "The will of God, there is your peace."

This is the peace we seek: the will of God. This is

the peace for which we all stand, regardless of the particular religious manner in which we express it.

This is the peace for which my country and your countries have always striven. The alliance in which we are partners and co-workers, has no other goal in unifying our strengths, moral as well as physical, except in the cause of a true peace founded on justice.

Roots in Religious Principle

The founding fathers of my country -- the brothers of your forefathers -- knew that a nation's military power had to serve a righteous cause or else it would fail, that such power must have its roots in moral and religious principle. They knew that no military machine was any stronger than the character of the personnel involved. Let me point out what they did about this grave truth at the inception of the American Navy. In 1775, the Continental Congress adopted "Rules for the Regulation of the Navy of the United Colonies of North America." Listen to the reading of the very first two Articles and capture in your minds the thinking and primary emphasis of those men who were literally "Godparents to the American Navy:

> "Article 1. The Commanders of all ships and vessels (of the U.S. Navy) are strictly required to show in themselves a good example of honor and virtue to their officers and men, and to be very vigilant in inspecting the behavior of all such as are under them, and discountenance and suppress all dissolute, immoral and disorderly practices; and also, such as are contrary to the rules of discipline and obedience, and to correct those who are guilty of the same according to the sea.
>
> "Article 2. The Commanders of the ships are to take care that divine service be performed twice a day on board, and a sermon preached on Sundays unless bad weather or other extraordinary accidents prevent it."

Such was their conviction and such is still the conviction of those entrusted with the Defense Department of my Government.

Protection of Moral Standards

Commanding officers in every echelon of the Navy today have a standing directive that the protection and development of moral standards is the direct and grave responsibility of every officer in the Naval Establishment, regardless of his rank or rate.

In its determined efforts to build power for peace, I can assure you that the Defense Department of my country is well aware that power is not simply material but spiritual, that peace lies in order, in virtue, in honor, in decency, in conformity of our nation with the laws of God. Our Armed Forces are seeking to promote the moral, spiritual and religious values of personnel under their cognizance. We still have a long way to go to reach our goal. But the United States Navy Department has for years sponsored a program to protect, cultivate and strengthen the moral and spiritual welfare of the men and women serving in the United States Navy and Marine Corps today.

Chaplains

In each branch of the service, Chaplains are an integral part of the organization; Character Guidance programs are in effect; religious service and devotional opportunities are available; Bible study groups and Sunday Schools are in operation; religious literature of all faiths is provided and personal counseling is invited. By long tradition, it is an invariable rule that our chaplains shall be where the fighting is hottest -- on ships in the battle forces; with the Marines in their foxholes.

One of the inspiring and encouraging aspects of my office is the opportunity in my travels to see religious faith and practice among the military in every quarter of the globe and under almost every conceivable condition. The hood of a jeep serves as an altar; the hangar of a carrier is a cathedral afloat; century old hymns arise from a lovely chapel in the tropics; or a lad in his bunk may commune with God as he reads a few verses of Scripture and says the simple prayers learned in childhood. I have seen our bluejackets going ashore to worship in foreign ports, giving their money to missions, collecting and distributing clothes to orphans and needy, using their strength and talents to raise a chapel for native congregations.

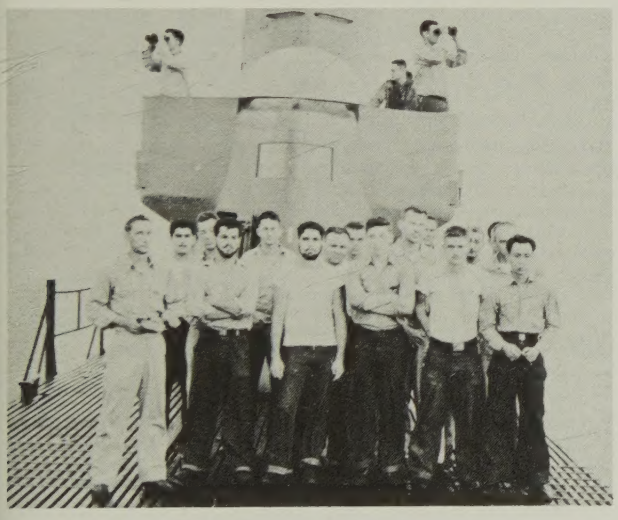
Collective Faith in God

Thus, it is our hope that America's power is working for peace by helping to achieve individual as well as national obedience to divine law. Our Navy is striving, just as your individual navies are striving, to bring each man to a closer relationship with God in his chosen faith or denomination. We assembled here are endeavoring to use our combined naval power to keep peace, to repress the danger of war, and to make our Navies truly representative of the ideals for which our countries stand.

E Pluribus Unum

Catholic, Protestant, Jewish and Mohammedan spiritual leaders representing the free nations of Europe and my country have assembled in the little-great country of Holland to seek NOT a uniform expression in theology, or a common denominator for a religious creed. Instead, we have met in harmony and cooperation to strengthen our common bonds of the spirit. The extent to which the individual is strong will be the extent to which our nations are strong, which in turn will determine the strength and survival of all free peoples.

The slogan of our naval chaplains was, is, and I am sure always will be: "Cooperation without Compromise." While of different religious persuasions, our chaplains cooperate with each other in mutual respect, mutual con-



UNDERSEA LAYLEADERS

Chaplain L.B. Dohrmann in the USS Nereus (AS-17), a subtender, reports that under the chaplains' guidance layleaders are increasingly active aboard submarines. Before deployment from the mother ship the chaplains arrange with the captain of the submarines to appoint responsible men to conduct both Protestant and Roman Catholic church services when chaplains are not available. Of course they aren't available when the underseas ships are out. Reports coming back with the crews are most favorable and the spiritual welfare of this picked branch of the Navy is not neglected. The accompanying photograph shows a group of Roman Catholic crew members who have just finished saying the Rosary led by the sailor on the front right. The ship is not identified although it is known that the scene was taken when the ship had surfaced far out at sea.

Are You a (Good/Poor) Supervisor?

by Frederick C. Dyer

There are always problems when one person has authority over others. How these problems are accepted and solved determines how the person in authority achieves creative leadership or stifles initiative and loyalty among his subordinates. In his article "The Chaplain and Creative Supervision" (Navy Chaplains Bulletin, Summer 1956, p. 2-5) Mr. Dyer discussed some of the contemporary ideas of supervision and their possible relevancies to the Navy chaplain. His article aroused much favorable comment. Here he continues this theme but with materials provided him by several Navy Chaplains. - Ed.

What The Chaplains Say About Themselves

"In every chaplain there is a small admiral," is a clever paraphrase that is, however, not quite true where most chaplains are concerned. But we can use it to set our stage. Taken as a compliment the aphorism can mean that each chaplain carries out Navy regulations and behaves in accordance with the highest naval traditions. Taken in a satirical sense it hints that chaplains are sometimes tempted to pull rank and to throw their gold stripes around.

Now it is not easy to say when a person in a supervisory capacity should use the stick and when he should use the carrot. The modern chaplain-supervisor has particularly difficult problems because he must lead men of differing denominations and because he must assume that each chaplain has a powerful vocation, an internal motivation that among other things tends to make him hide disapproval of a senior's methods. The old Navy term "bulkheading" means to grumble audibly within the hearing of a superior in order to let him know how you feel about certain matters. We doubt if the average chaplain does much bulkheading or complaining and therefore his superiors have no immediate rough checks on how they are getting across with their juniors. However, persuasiveness is important. As one senior chaplain points out, "Today the role of the chaplain includes the responsibilities of supervision of other chaplains, a fact unknown to the not long past Navy chaplain organization. Today we have young, sharp clergymen coming into the Navy. If they fail, the fault is in many cases the supervisor's."

We think that the "old" chaplains were just as sharp as the young ones are now. In fact it is from the seniors we have drawn the following remarks on chaplain supervision.

The Supervisor Should be a Chaplain's Chaplain

When a junior chaplain goes to his supervisor-chaplain for help, he should be received with all the patience and goodwill possible. The supervisor should have the "same sense of responsibility toward his juniors as did St. Paul toward Timothy and Silas." The ideal would be for the senior to be as gracious and humble as St. Francis; and if he must be firm, be so diplomatically and in a kindly manner.

Again and again, a supervisor's "approachability" and "kindness" is mentioned when there is talk about a good chaplain-supervisor. The supervisor to whom "you can go and see as a friend with no barriers of rank" has a highly commendable quality. While the supervisor who "remains aloof" is remembered with regret.

The Supervisor Must Know His Chaplains

It would seem axiomatic that a supervisor would study his chaplains in order to know which of them can do certain types of work best, which of them need guidance, and which can be left alone. Yet we find many instances where junior chaplains complain that their supervisor "didn't know their problems," "hadn't visited their station in 26 months," or "was a perfectionist who didn't realize that all junior chaplains were not as well equipped for the work as he was."

On the other hand, there is no end of praise for the supervisor who frequently "came aboard ship and discussed problems relative to recreation, funds, needs for cruises, supplies and equipments, and problems of the ports to be visited." One supervisor chaplain "always knew about the ship's deployment and its probable needs. He scheduled meetings for two and more chaplains with the same problems and arranged to give them all the support he could." Another supervisor was known for his practice of "calling a junior chaplain whenever he heard a good report about him; going out of his way to have lunch with all his chaplains; and for arranging weekly meetings at which common problems could be aired." The senior chaplain who lets juniors talk achieved two things: "he learned their problems and he gave them a chance to educate themselves and others in the workings of a chaplain's job."

Example and Familiarity

As might be expected the importance of the senior's personal example has been emphasized by many. The supervisor's best method of instruction and leadership lies in what he himself does. His words, his manners, his cheerfulness in sharing the workload, his strength of character, his devotion to duty are the best instruction of all for his juniors. This means that he must "expose himself to their view" and he must "let his light shine before others." But, though he should mingle informally with his subordinates in order that they may know him and he them, he must guard against his own weaknesses. He must go among them only to set a good example. If he allows his own weakest points to hold sway, such as showing favoritism or poor manners, gossiping about others, or bragging about himself, then he runs the risk of "familiarity breeding contempt." The senior should join his subordinates "in order to raise them, not to lower himself."

The Highest Example

One of the best expressions of the value of persuasive leadership that we have seen is the following quotation from the September issue of the Messenger of the Sacred Heart (1956, page 51). The unnamed author was

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Secretary Thomas (continued)

fidence and brotherly solidarity in bringing man nearer to God and God nearer to man. Each chaplain remains, however, true to his individual religious traditions, each one climbing the hill of God after his own fashion and in accordance with his own conscience.

Victory of the Spirit

In such a spirit, the naval chaplains of NATO have met on a heightened platform from which they view the freedom of man with a clarity of mind and a consecrated vision which can be a lesson to all the inhabitants of our sorely tried and divided world. It is a majestic sight. It is reassuring and adds strength to the principles by which we of the NATO nations are bound together. Our chaplains' faith in each other and in the ultimate victory of the spirit generates new courage and a deeper insight into the sources from which we draw our vitality and inspiration. A gathering of this sort binds us closer together as individuals and as nations.

It is on the heights that we meet.

talking about the authority of the husband and father, but his remarks are applicable to all persons in authority: It is natural for one who has strong convictions to try to bring others to the same mind. But he should not try to do this by force, by pressure, by threats. The truth has its own strength and power, like the power of light over the darkness.

When Our Lord walked with the two disciples toward Emmaus on the first Easter Sunday, he knew that they had opinions which were erroneous. He did not say to them: "Stop right where you are; turn around and get back to Jerusalem as soon as possible; join the other Apostles and don't leave the group again." He asked them what they were talking about, what they were depressed about. They told Him. He found fault with them in a way that far from filling them with resentment, filled them with eagerness to hear his interpretation of the events of Holy Week. And when He ended, they hurried back to the group in Jerusalem as fast as they could. Only by rarest exception does He knock someone off his high horse, as He did the crusading Paul. And He was absolutely sure that violent action was going to do good.

Case Studies For Chaplains

Strangely enough many laymen are wiser as leaders of men than are many clergymen. This is strange and sad where the goodwill of the Navy chaplain is so strong and manifest. His spirit is tremendously strong, but his methods and techniques can be awkward.

It might be worthwhile, then, to consider some of the ways in which the lay naval officer has improved his human relations skills. Without giving up his legal and military command responsibilities, the line officer has sought to go beyond the letter of Navy regulations and the Uniform Code of Military Justice and to find ways of using the creative, productive spirits of his subordinates.

Because experience takes too long and lectures and books are hard to translate into action, the naval officer has turned to case studies. In an article titled "Teaching Leadership Through Role-Playing (Naval Training Bulletin, August 1955, page 5) CDR. W.J. Ruhe, USN, describes how a three-year study was made of typical leadership situations in the fleet. Researchers collected about 2500 incidents which they boiled down into 21 case studies. Then they got a consensus of experienced officers to say what the best solution was for each case. BuPers packaged these case studies and their solutions and they are available for officer leadership instruction.

Making up case studies is not easy, and no one wants to live solely by someone else's book, but the new chaplain and the new chaplain-supervisor would certainly find a series of typical chaplain problems and their solutions a helpful orientation aid. We have heard enough anecdotes from chaplain friends to know that there are plenty of real-life problems in the chaplain's corps. It is from these actual problems, and not from some general textbook on leadership, that the chaplains should obtain their guides toward good supervisory practices.

Good and Bad Publicity

One of the reasons for this nation's great industrial efficiency is the abundance of publications that report new methods, new advances and new ideas. Each enterprise learns from the other enterprises; each professional man learns from the other members of his profession.

It is a tradition among clergymen to avoid publicizing their errors and transgressions lest they give scandal and bad example to the laity. This is a good and necessary tradition. But among themselves they have two choices: (1) to act as though no clergyman ever did wrong ; and (2) to admit, publish, and analyze errors so that other clergymen can be warned. The latter is the preferable point of view. MSTS Magazine has an interesting regular feature, a column titled "Hits, Runs, and Errors." When an MSTS vessel or unit does a good job, the column tells about it and identifies the ship or unit. When a ship pulls a boner, the column reports the facts and the governing regulations or instructions, but does not identify the ship or unit. This idea of recognizing situations in the field and commenting on them is basic to any efforts to improve supervision and leadership."

Self Improvement

When the Navy chaplain talks about good and bad supervisory practices, he uses the same descriptive words that the naval layman and civilian worker use. Mutatis mutandi, but the basic human needs remain. Like the layman, the chaplain wants his superiors to be kind, approachable, knowing of his work, considerate of his problems, and anxious to lead and help him rather than simply to order about.

When the Navy chaplain seeks to improve his supervisory practices in order that he may unlock the creative and productive secrets of his subordinates, like the layman he must turn to real-life examples for instruction. Only by first recognizing the problems of their supervisory network, can the chaplain arrange for effective and economical ways of finding the solutions -- the creative solutions to the problems of authority and obedience that are as old as the human race. He who seeks perfection must first find his faults.

To Sum Up

As a Navy chaplain, the clergyman regardless of his desires or capabilities, eventually becomes of necessity a supervisor. At each step along the way -- lieutenant, lieutenant-commander, commander, captain, and for some even admiral -- he must perform supervisory duties as well as the religious and spiritual ministry.

The following points sum up the remarks about supervision that have been voiced by experienced chaplains. They say that the good supervisor:

- Knows his chaplains, their work, their problems, their strengths and weaknesses.

- Visits all the ships and units in his area and foresees what his chaplains will need.

- Is approachable and ready to listen -- more so, he actively goes out of his way to meet his juniors in order to learn from them as well as give them guidance.

- Is friendly, but not familiar. He joins with his juniors in order to set a high standard of behavior for them, not in order to relax his own conduct.

- Leads by example rather than by sermonizing. His character and his personality are luminous compelling guides.

- He trusts his subordinates and he delegates responsibility to them, but he does not abdicate it. He helps and advises them -- but he avoids interfering.

Look to Ourselves

We have also pointed out that the Navy, as well as civilian enterprises, has sought to improve its methods of supervision by means of research studies, courses in leadership, and in publicizing by case studies and other methods the good and bad practices of supervision that arise whenever an organization of human beings begins to function. Chaplains who wish to improve their supervision might well use the findings and methods of other supervisors.

The Navy chaplains, with least to fear of all institutions from open criticism, to the extent that they desire organizational improvements, can profit by the use of self-study and self-criticism that will lead to the adoption of the best methods of supervision for the context within which the chaplains operate.

Surely, too, the chaplains have the advantage of knowing so well the highest ideal of good supervision, for they have - the example of the Teacher on the road to Emmaus!